



**Inter-American Foundation  
August 1999**

# **THE GRASSROOTS DEVELOPMENT FRAMEWORK**

**PROJECT OBJECTIVES, BASELINE DATA  
AND RESULTS REPORT**

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**Inter-American Foundation  
901 N. Stuart Street, 10<sup>th</sup> Floor  
Arlington, Virginia 22203, U.S.A.**



# What is the Grassroots Development Framework?

The Inter-American Foundation created the Grassroots Development Framework (GDF) to measure the results and impact of projects supported by the Foundation. Results are of critical importance. They can inform decisions, signal challenges, confirm achievements, and indicate topics for further research. The GDF was created by applying what had been learned from over 3,800 projects financed by the Foundation.

The GDF is useful to both the grantee and the donor. It provides the means to establish project objectives and report achievements, strengths, and deficiencies. The GDF is a tool to measure the impact and the results of a project. Since the pilot testing and application of the GDF in various countries in the region, several development assistance institutions have consulted the Inter-American Foundation about adapting the GDF to their own development activities.

## How does the GDF work?

The premise of the GDF is that grassroots development produces results at three levels and that important tangible and intangible results should be taken into account. In business, profits are the bottom line. In grassroots development, a project must generate material benefits and more to improve the quality of life for the poor. Because poverty is not only lack of income but also lack of access to a range of basic services (including education, healthcare, shelter, and others), as well as insufficient opportunity for active civic participation, the GDF draws these indicators into a single tool.

A development project is a special kind of investment that will bring tangible and intangible benefits, therefore, the GDF seeks to measure and document both. Foundation experience has demonstrated that each project can plant a seed for change and that grassroots development produces results not only for individuals but also for organizations and society. Therefore, the cone shape of the GDF portrays the potential dimensions of impact of grassroots development, commencing with individuals and families, organizations, and the community or society at large – the three LEVELS of the GDF.

—See the GDF graphic—

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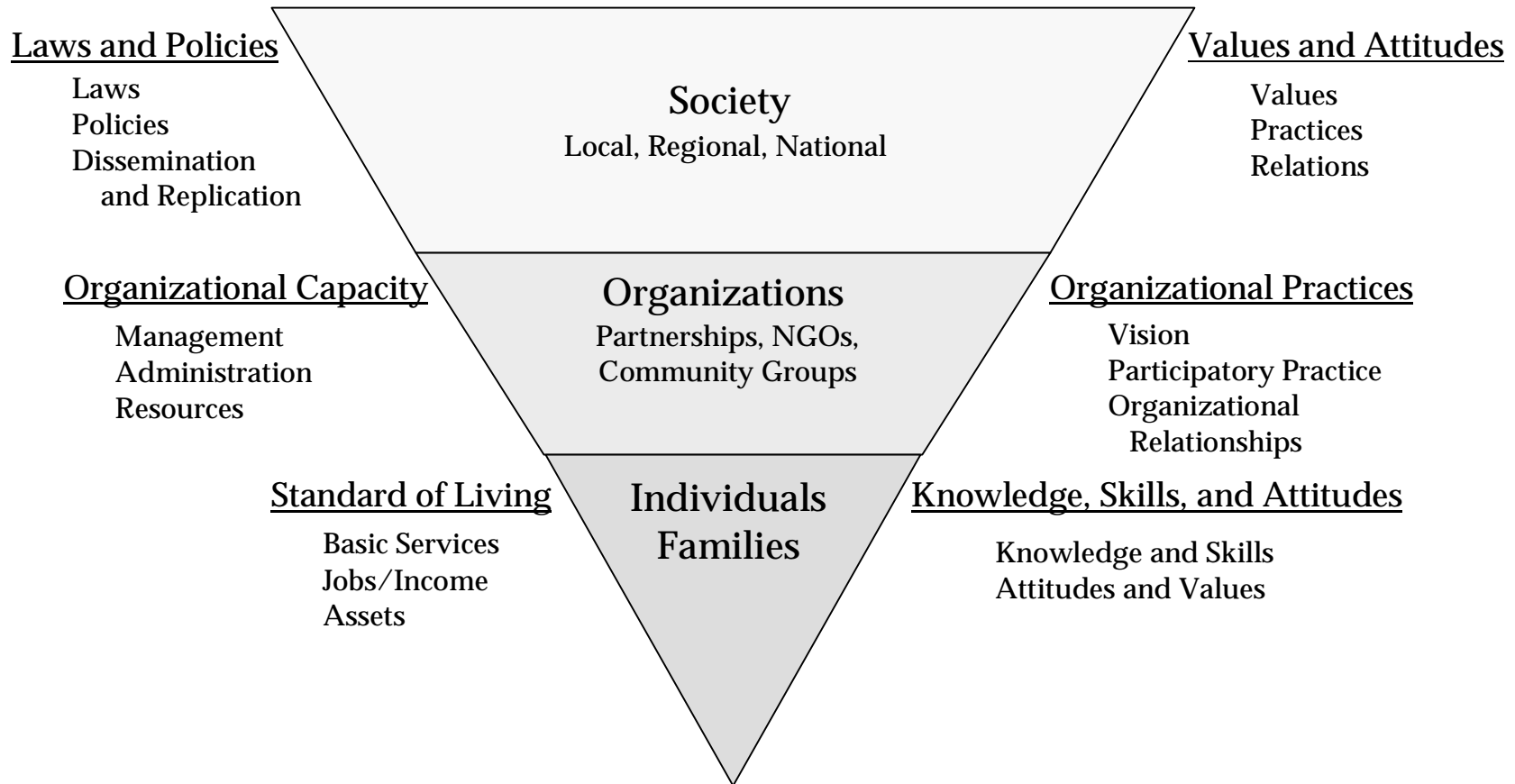
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## Grassroots Development Framework





# I. Objectives and Baseline Data

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## Guidelines:

The form to measure objectives on the following page was designed for prospective grantees, who should complete the form and send it with their proposal to the Foundation. The goals and objectives of the project are established with reference to a set of problems or conditions that pertain to the project's beneficiaries. These problems or conditions, summarized as baseline data, are identified through a survey of the socio-economic situation of the individuals and families who will participate in and benefit from the project. These needs are identified by interviewing a representative sample of participants, by focus group sessions, or by conducting a survey.

Column (1) lists the project's objectives. Please refer to the examples of objectives given on pages 6-8. Column (2) refers to the number of beneficiaries, persons or families, who will benefit from the project. Please note their demographic characteristics such as age, gender and other information to identify the project beneficiaries as specifically as possible. Column (3) refers to baseline data, which describes the social and economic conditions of the beneficiaries at the start up of the project. For example, an average annual income of \$230 was determined by means of a community needs survey of 350 families. Columns (4) and (5) list the goals or results that are sought during the implementation and at the end of the project. For example, the annual average income is expected to increase, through the project's activities, to an estimated \$238 in the first year and to \$246 in the second year. Item (6) is to record the data used for planning the project, the information sources, primary or secondary, and the methods used to gather the data. In addition, it includes a description of the scale or measure used in Column (3), baseline data.

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## A. Objectives

**(Use this chart as a guide to formulate the project objectives. Attach the project objectives to the proposal.)**

Name of the

**Project:** \_\_\_\_\_

[illegible]

(6) Be specific and precise in describing the measures (for example, average annual XX per family) used in the baseline data. Describe clearly the sources of information used to establish the baseline data.

This image shows a full page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for handwriting practice or general note-taking. There are no margins, text, or other markings on the page.



## B. Objectives and Strategic Indicators

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These examples of objectives illustrate how the GDF indicators can be disaggregated or expressed as concrete and measurable objectives. The indicators below are those the Foundation considers **Strategic** and are included in yearly reporting.

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### **Strategic Indicator:**

#### **1.1 Acquisition of Basic Services**

##### a) Basic Education

Examples of objectives:

- 1) To increase reading skills
- 2) To increase writing skills
- 3) To increase math skills

##### b) Health

Examples of objectives:

- 1) To increase access to latrines
- 2) To improve nutrition
- 3) To provide access to potable water
- 4) To increase vaccinations
- 5) To increase access to healthcare services

##### c) Shelter

Examples of objectives:

- 1) To provide housing
- 2) To improve housing

### **Strategic Indicator:**

#### **2.1 Jobs**

Examples of measurable objectives:

- a) To create jobs
- b) To preserve jobs
- c) To improve jobs

### **Strategic Indicator:**

#### **2.2 Annual Income**

Example of an objective:

- a) To increase income from rice farming

### **Strategic Indicator:**

#### **4.1 Acquisition of Knowledge, Skills and Abilities**

Examples of objectives: Acquire skills in:

- a) Carpentry
- b) Construction
- c) Agriculture
- d) Environment
- e) Marketing



- f) Administration
- g) Human rights
- h) Other

**Strategic Indicator:**

**7.3 Yield**

Examples of objectives:

- a) To increase the production of xx
- b) To increase the volume of xx marketed

**Strategic Indicator:**

**8.1 Resource Mobilization**

Examples of objectives:

- a) To increase community financial resources
- b) To increase national financial resources
- c) To increase international financial resources

**Strategic Indicator:**

**8.3 Resource Brokering**

Examples of objectives:

- a) To leverage financial resources for community groups
- b) To leverage financial resources for other NGOs

**Strategic Indicator:**

**11.3 Cooperation**

Example of an objective:

- a) To establish working relationships with organizations, businesses, Churches, government, NGOs, and others

**Strategic Indicator:**

**11.4 Partnerships**

Example of an objective:

- a) To establish formal and/or legal relationships or agreements with businesses, churches, government, NGOs and others

**Strategic Indicator:**

**14.1 Dissemination**

Examples of objectives:

- a) To produce X number of books, videos, or other items
- b) To distribute X number of books, videos, or other items

**Strategic Indicator**

**14.2 Replication**

Example of an objective:

- a) To have X number of organizations incorporate practices and methods used by the grantee organization

(See the following chart of categories, subcategories and indicators)



## GRASSROOTS DEVELOPMENT FRAMEWORK (GDF)

### Level – Individuals and Families

<b>Category - Standard of Living</b>	<b>Category – Knowledge, Skills and Attitudes</b>
<b>Subcategory - Basic Services</b>	<b>Subcategory - Knowledge and Skills</b>
<b>Strategic 1.1 Basic Services Acquired</b>	<b>Strategic 4.1 Knowledge and/or Skills Acquired</b>
1.2 Standard of living	4.2 Knowledge and/or Skills Applied
<b>Subcategory - Jobs/Income</b>	4.3 Leadership Skills
<b>Strategic 2.1 Jobs</b>	4.4 Communication Skills
<b>Strategic 2.2 Average Annual Income/Amount</b>	4.5 Problem Solving Skills
2.3 Average Annual Income/Number of Beneficiaries	<b>Subcategory - Attitudes and Values</b>
<b>Subcategory – Assets</b>	5.1 Confidence
3.1 Total Liquid and/or Fixed Assets/Amount	5.2 Heritage
3.2 Liquid and Fixed Assets/Number of Beneficiaries	5.3 Respect
	5.4 Determination/Perseverance
	5.5 Innovation/Adaptation

### Level – Organizations, Partnerships, NGOs, and Community Groups

<b>Category –Organizational Capacity</b>	<b>Category - Organizational Practice</b>
<b>Subcategory – Management</b>	<b>Subcategory - Vision</b>
6.1 Planning and Evaluation	9.1 Long Term Goals
6.2 Use of New Approaches	9.2 Adaptability
<b>Subcategory – Administration</b>	<b>Subcategory - Participatory Practice</b>
7.1 Resource Allocation	10.1 Access to Information
7.2 Profits	10.2 Participatory Decision-Making
<b>Strategic 7.3 Yield</b>	<b>Subcategory - Organizational Relationships</b>
<b>Subcategory – Resources</b>	11.1 Linkages/Entities
<b>Strategic 8.1 Resource Mobilization</b>	11.2 Linkages/Level
8.2 Sustainability	<b>Strategic 11.3 Cooperation</b>
<b>Strategic 8.3 Resource Brokering</b>	<b>Strategic 11.4 Partnerships</b>

### Level – Society: Local, Regional and National

<b>Category - Laws and Policies</b>	<b>Category - Values and Attitudes</b>
<b>Subcategory – Laws</b>	<b>Subcategory - Values</b>
12.1 Legal Measures Enacted	15.1 Empathy
12.2 Legal Measures Implemented	
<b>Subcategory – Policies</b>	<b>Subcategory - Practices</b>
13.1 Public Fora	16.1 Favorable Treatment/Society
13.2 Policy Implementation	16.2 Favorable Treatment/Public Sector
<b>Subcategory – Dissemination and Replication</b>	<b>Subcategory - Relations</b>
<b>Strategic 14.1 Dissemination</b>	17.1 Civil Society
<b>Strategic 14.2 Replication</b>	17.2 Public Sector

N. B. The 11 shaded indicators are designated as strategic because they are related to the Foundation's Strategic Plan and Performance Goals.



# I. Project Results Report

## (Attachment D of the Grant Agreement)

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### GUIDELINES:

**For the Grantee:** The grantee should gather the information for this report and register it using the format in the following pages. The indicators that are part of Attachment D of the grant agreement were selected by the Foundation based on the objectives of the project described on the proposal. It is imperative to submit information on these indicators to the Foundation every six months in the format of Annex D of the agreement. This report should always be sent to the Foundation along with the Disbursement Request, except on the occasion of the initial request for funds, in accordance with Sections V and VII of the grant agreement.

For each grant, the Foundation expects to receive data on the indicators related to the project objectives. The data are required to follow the project's activities and objectives and to evaluate the final results of the project. The grantee may provide data about additional indicators that were not included in Annex D but became significant during project implementation. In this case, request the pages corresponding to additional indicators from the In-Country Service (ICS) contractor. For example, the intangible indicators such as self-esteem and innovation/adaptation often appear as unexpected results of the grant, and deserve attention as relevant but often overlooked aspects.

Fill in each table with information on the indicators (indicators designed by the Foundation and any additional ones) related to the project. Column (1) explains the items related to each indicator. Column (2) refers to the results obtained up to the moment of writing the report, be it six months or a year after the project started. At the end of each table, provide concrete examples to illustrate how project results were obtained (3), and describe the conditions that facilitated or hindered the project's results (4).

**For the ICS:** The ICS contractor, during the site visit to the project, will review the data with the grantee. The ICS contractor also will verify the sources of information, add information not identified by the grantee, and provide descriptive and analytical information. Following the visit, the ICS contractor will prepare a site visit report and will enter the results data in the database.



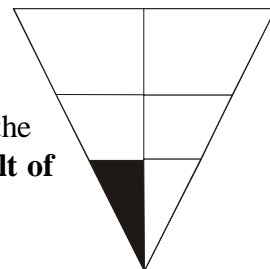
# **INDIVIDUALS AND FAMILIES**



## Category: Standard of Living

### Subcategory: Basic Services

**Strategic Indicator 1.1 – Acquisition of Basic Services:** Refers to the number of beneficiaries with increased access to basic services obtained **as a result of the grant activities**.



**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, or by families that have access to the basic services provided by the project. Choose the services that correspond to the project from the list below or specify others not included in the list.

Basic Services (1)	Results Achieved in this Reporting Period (2)			
	Men	Women	Total Persons	Total Families
Basic Education– math	_____	_____	_____	_____
Basic Education– reading	_____	_____	_____	_____
Basic Education– writing	_____	_____	_____	_____
Basic Education– other	_____	_____	_____	_____

Basic Services	Results Achieved in this Reporting Period			
	Men	Women	Total Persons	Total Families
Health – food	_____	_____	_____	_____
Health – latrines	_____	_____	_____	_____
Health – medical services	_____	_____	_____	_____
Health – potable water	_____	_____	_____	_____
Health – vaccinations	_____	_____	_____	_____
Health – other – specify	_____	_____	_____	_____

Basic Services	Results Achieved in this Reporting Period			
	Men	Women	Total Persons	Total Families
Shelter– electricity	_____	_____	_____	_____
Shelter– construction	_____	_____	_____	_____
Shelter– improvement	_____	_____	_____	_____
Shelter– sewage	_____	_____	_____	_____
Shelter– trash removal	_____	_____	_____	_____
Shelter– other, specify	_____	_____	_____	_____
Legal Services	_____	_____	_____	_____
Other – specify	_____	_____	_____	_____







**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, or families whose standard of living have improved, stayed the same, or worsened.

Standard of Living (1)	Results Achieved in this Reporting Period (2)			
	Men	Women	Total Persons	Total Families
Better	_____	_____	_____	_____
Same	_____	_____	_____	_____
Worse	_____	_____	_____	_____

(3) Give concrete examples of how the persons' or families' standard of living has improved or deteriorated. For example, 50 families have access to electricity and potable water or 10 families lost their land due to lack of property titles.

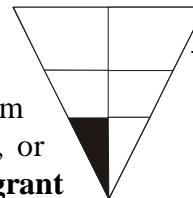
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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

[illegible]



## SUBCATEGORY: JOBS/INCOME



**Strategic Indicator 2.1 – Jobs.** Refers to the number of beneficiaries for whom new jobs were created, or preserved (positions that might have been eliminated), or whose jobs were improved (i.e., better pay or work conditions) **through the grant activities**. These jobs could be in the informal or formal sectors in agricultural, commercial, industrial, or other activity. **Grantee staff positions and volunteers are not included.**

**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, or families whose employment have been improved or preserved.

Jobs (1)	Results Achieved in this Reporting Period (2)			
	Men	Women	Total Persons	Total Families
New jobs	_____	_____	_____	_____
Improved jobs	_____	_____	_____	_____
Jobs preserved	_____	_____	_____	_____

(3) Give concrete examples of jobs created, improved or preserved through grant activities.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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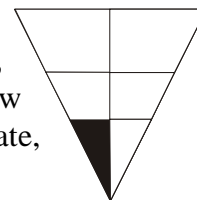
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**Strategic Indicator 2.2 – Average Annual Income.** Refers to the average annual income of project beneficiaries **as a result of the grant activities**, in areas such as: agriculture, handcrafts, small enterprise, transformation of raw materials into products, marketing, sales of goods and/or services. If appropriate, specify other areas in number (4) below.



**Measure of the Indicator:** Register the amount in US\$ and the number of beneficiaries by gender, men, women, or families whose income have been affected by project activities.

Average Annual Income (1)	Results Achieved in this Reporting Period (2)			
	Men	Women	Total Persons	Total Families
Average Annual Income	_____	_____	_____	_____
Number of Beneficiaries	_____	_____	_____	_____

(3) Give concrete examples of the sources of increases in salary or income of individuals or families.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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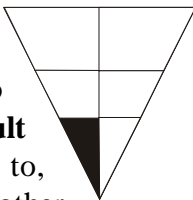
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SUBCATEGORY: ASSETS



**Indicator 3.1 – Total Liquid and/or Fixed Assets/Amount.** Refers to the total annual liquid and/or fixed assets that beneficiaries accumulated **as a result of the grant activities**. Liquid and fixed assets may include, but are not limited to, construction materials, equipment, inventory, livestock, crops, land, houses, other buildings, forests, irrigation, and other goods to be specified.

**Measure of the Indicator:** Register the average amount of liquid and fixed assets of the beneficiary families expressed in US\$.

Liquid and/or Fixed Assets (1)	Results Achieved in this Reporting Period (2)
Average amount of liquid/fixed assets as a result of the project.	US\$  _____

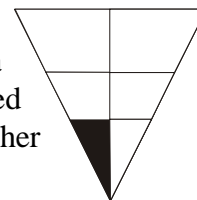
(3) Give concrete examples of assets.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.



### Indicator 3.2 – Liquid & Fixed Assets/Number of Beneficiaries.

Refers to the number of beneficiary families with liquid and/or fixed assets **as a result of the grant activities**. Liquid or fixed assets may include, but are not limited to, construction materials, equipment, inventory, livestock, crops, land, houses, other buildings, forests, irrigation, and other goods to be specified.



**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, or the number of families whose resources have increased or diminished in comparison with the established goal.

Liquid and/or Fixed Assets (1)	Results Achieved in this Reporting Period (2)
With more liquid/fixed assets With the same liquid/fixed assets With less liquid/fixed assets	Total Families _____ _____ _____

(3) Give concrete examples of the changes registered during this period.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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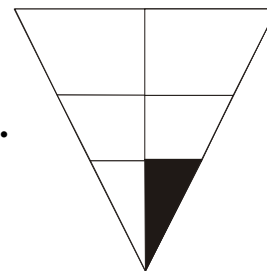


# CATEGORY: KNOWLEDGE, SKILLS & ATTITUDES

## SUBCATEGORY: KNOWLEDGE AND SKILLS

### Strategic Indicator 4.1 – Acquisition of Knowledge and/or Skills.

The number of beneficiaries who acquired knowledge and/or skills (in the areas described below or others) **as a result of the grant activities.**



**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, who acquired knowledge and skills in the following areas:

<b>Knowledge and Skills</b> (Select the areas pertinent to the project) (1)	<b>Results Achieved in this Reporting Period</b> (2)		
	Men	Women	Persons
Agriculture	_____	_____	_____
Manufacturing	_____	_____	_____
Construction/building	_____	_____	_____
Environmental conservation	_____	_____	_____
Management	_____	_____	_____
Marketing	_____	_____	_____
Planning/evaluation	_____	_____	_____
Leadership	_____	_____	_____
Civic participation	_____	_____	_____
Legal system	_____	_____	_____
Economic system	_____	_____	_____
Political system	_____	_____	_____
Other – specify	_____	_____	_____

(3) Give concrete examples of the knowledge and skills acquired.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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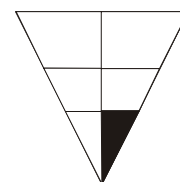


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## Indicator 4.2 – Application of Knowledge and/or Skills Acquired.

Refers to the number of beneficiaries who applied the new knowledge and/or skills acquired **through the grant activities**.



<b>Measure of the Indicator:</b> Register the number of beneficiaries by gender, men and women who have applied the new knowledge and skills such as:			
Applied Knowledge and Skills (Select the areas pertinent to the project) (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Agriculture	_____	_____	_____
Manufacture	_____	_____	_____
Construction/building	_____	_____	_____
Environmental Conservation	_____	_____	_____
Management	_____	_____	_____
Marketing	_____	_____	_____
Planning/Evaluation	_____	_____	_____
Leadership	_____	_____	_____
Civic participation	_____	_____	_____
Legal system	_____	_____	_____
Economic system	_____	_____	_____
Political system	_____	_____	_____
Other – specify	_____	_____	_____

(3) Give concrete examples of the knowledge and skills applied.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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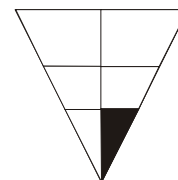
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**Indicator 4.3 – Leadership.** Refers to the number of project beneficiaries who increased, **through the grant activities**, their knowledge and/or skills to lead or guide others in accomplishing activities and goals.



**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, whose abilities to lead have increased, stayed the same, or diminished.

Leadership (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased skills	_____	_____	_____
Same skills	_____	_____	_____
Diminished skills	_____	_____	_____

(3) Give concrete examples of increased or diminished leadership skills.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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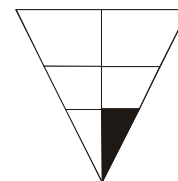
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**Indicator 4.4 –Communication.** Refers to the number of beneficiaries who improved their ability, **through the grant activities**, to express ideas and opinions clearly.



<b>Measure of the Indicator:</b> Register the number of beneficiaries by gender, men and women, whose communication skills have increased, remained the same, or decreased.			
	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased communication skills	_____	_____	_____
Same communication skills	_____	_____	_____
Decreased communication skills	_____	_____	_____

(3) Give concrete examples of communication skills that have increased or decreased.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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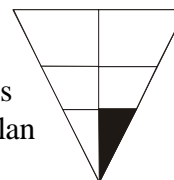
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**Indicator 4.5 – Problem Solving Skills.** Refers to the number of beneficiaries with the capacity to analyze a problematic situation or set of circumstances, and plan and carry out a course of action, **as a result of the grant activities.**



**Measure of the Indicator:** Register the number of beneficiaries by gender, men and women, whose capacities to resolve problems have increased, remained the same, or diminished.

Problem Solving Skills (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased capacity	_____	_____	_____
Same capacity	_____	_____	_____
Diminished capacity	_____	_____	_____

(3) Give concrete examples of increased or diminished capacity to resolve problems.

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4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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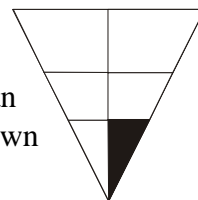
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## SUBCATEGORY: ATTITUDES AND VALUES



**Indicator 5.1 – Confidence.** Refers to the number of beneficiaries that report an ability, **gained through grant activities**, to devise and implement, through their own efforts, plans to improve their lives.

<b>Measure of the Indicator:</b> Register the number of beneficiaries by gender, men and women, whose confidence have increased, remained the same, or diminished.			
Confidence (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased	_____	_____	_____
Remained the same	_____	_____	_____
Diminished	_____	_____	_____

(3) Give concrete examples of increased or diminished confidence to make and carry out plans.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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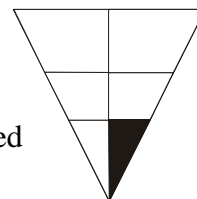
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**Indicator 5.2 –Heritage.** Refers to the number of beneficiaries with an appreciation of the values and traditions of their cultural and ethnic background, attained through grant activities.



Measure of the Indicator: Register the number of beneficiaries by gender, men and women, whose appreciation of their heritage has increased, remained the same, or decreased.			
Heritage (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased appreciation of own heritage	_____	_____	_____
The same appreciation of own heritage	_____	_____	_____
Decreased appreciation of own heritage	_____	_____	_____

(3) Give concrete examples of aspects of cultural identity that have increased or diminished.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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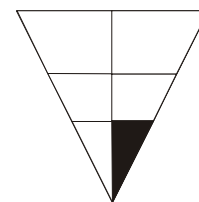
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**Indicator 5.3 – Respect.** Refers to the number of beneficiaries with an appreciation for the heritage and traditions of others, **as a result of grant activities.**



<b>Measure of the Indicator:</b> Refers to the number of beneficiaries by gender, men and women, whose respect for others has increased or diminished as a result of grant activities.			
Respect for others (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Greater respect	_____	_____	_____
Same respect	_____	_____	_____
Less respect	_____	_____	_____

(3) Give concrete examples of how respect for others has increased or diminished.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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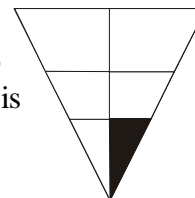
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**Indicator 5.4 – Determination/Perseverance.** Refers to the number of project beneficiaries with the ability, **attained through the grant activities**, to continue to exert time and energy on an activity, project, or goal until it is accomplished or proven unfeasible.



**Measure of the Indicator:** Register the number of project beneficiaries by gender, men and women, whose determination and perseverance have increased, remained the same, or diminished.

Determination/Perseverance (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
More determination and perseverance	_____	_____	_____
The same determination and perseverance	_____	_____	_____
Less determination and perseverance	_____	_____	_____

(3) Give concrete examples of increased or diminished determination and perseverance.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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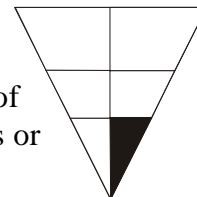
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**Indicator 5.5 – Innovation/Adaptability.** Refers to the number of beneficiaries using/and or adapting more effective and/or efficient strategies, methods or approaches to achieve grant objectives.



<b>Measure of the Indicator:</b> Register the number of beneficiaries by gender, men and women, whose capacities for innovation/adaptability have increased, remained the same, or decreased.			
Innovation/Adaptability (1)	Results Achieved in this Reporting Period (2)		
	Men	Women	Total Persons
Increased innovation and adaptability capacity	_____	_____	_____
Same innovation and adaptability capacity	_____	_____	_____
Decreased innovation and adaptability capacity	_____	_____	_____

(3) Give concrete examples of whether the capacity for innovation and adaptability has increased or decreased.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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# **ORGANIZATIONS**

**NGOs, PARTNERSHIPS AND COMMUNITY GROUPS**



CATEGORY: ORGANIZATIONAL CAPACITY

SUBCATEGORY: MANAGEMENT

**Indicator 6.1 – Planning and Evaluation.** Refers to the demonstrated capacity of the grantee organization in planning, monitoring and evaluating activities during the implementation of the grant.

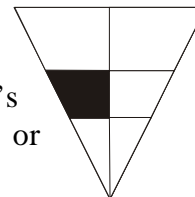
Measure of the Indicator: Mark the level reached on the scale with an X.	
Planning and Evaluation Capacity (1)	Results Achieved in this Reporting Period (2)
High Medium Low	<div></div> <div></div> <div></div>

(3) Give concrete examples of aspects of planning capacity and evaluation that have increased or decreased.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.



**Indicator 6.2 – Use of New Approaches.** Refers to the organization’s demonstrated capacity to identify and use more effective strategies, methods or approaches to achieve grant objectives, **as a result of the grant activities.**



<b>Measure of the Indicator:</b> Mark the level reached on the scale with an X.	
Use of new approaches (1)	Results Achieved in this Reporting Period (2)
High Medium Low	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="border-bottom: 1px solid black; width: 100%;"></div>

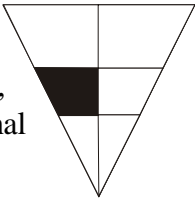
(3) Give concrete examples of increased or decreased capacity to use new approaches.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.



SUBCATEGORY: ADMINISTRATION

**Indicator 7.1 – Resource Allocation.** Refers to the organization’s demonstrated capacity to efficiently manage financial, human or material resources, allocating the resources to priority needs and supervising their use to achieve institutional goals and/or grant objectives, **as a result of the grant activities.**



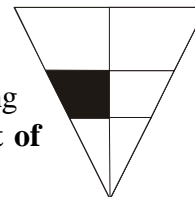
Measure of the Indicator: Mark the level reached on the scale with an X.	
Resource Allocation (1)	Results Achieved in this Reporting Period (2)
High Medium Low	<div></div> <div></div> <div></div>

(3) Give concrete examples of improved or diminished capacity to manage resources.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.



**Indicator 7.2 – Profits.** This indicator applies to income generating organizations, and refers to the value of the organization’s profits earned **as a result of the grant activities**.



<b>Measure of the Indicator:</b> Register the amount in US\$.	
Profits (1)	Results Achieved in this Reporting Period (2)
Profits	US\$ _____

(3) Give concrete examples of the organization’s profits.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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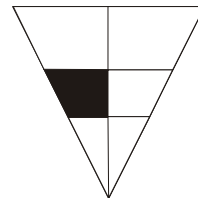
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**Strategic Indicator 7.3 – Yield.** Value of the organization’s production of goods and/or services **as a result of the grant activities.**



<b>Measure of the Indicator:</b> Register the amount in US\$.	
Yield (1)	Results Achieved in this Reporting Period (2)
Goods Services Other-specify	US\$ _____ _____ _____

(3) Give concrete examples of the organization’s goods, services and other products that generated revenues.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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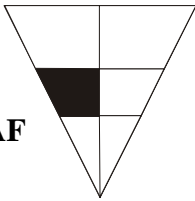
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**SUBCATEGORY: RESOURCES**

**Strategic Indicator 8.1 – Resource Mobilization.** Refers to the total amount of financial, material and/or human resources mobilized by the grantee organization **for current grant activities** from the sources listed below, **excluding IAF funds**.



**Measure of the Indicator:** Register the US\$ equivalent amount.

Sources of Resources Mobilized (1)	Results Achieved in this Reporting Period (2)
	US\$
International Business	_____
International Public Sector	_____
Other international–specify	_____
National Business	_____
National Public Sector	_____
Other national–specify	_____
Local Business	_____
Local Public Sector	_____
Other local–specify	_____
Community Contributions	_____
Grantee Contributions	_____

(3) Give concrete examples of the goods, services, or resources that were mobilized. Provide the source of the resources mobilized.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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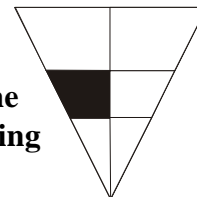
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**Indicator 8.2 – Sustainability.** The organization’s capability, **as a result of the grant activities**, to acquire resources for its own use, from various sources, **excluding IAF grant funds**, to continue work in the future.



Measure of the Indicator: Register the amount in US\$.	
Sources of Resources Acquired (1)	Results Achieved in this Reporting Period (2)
	US\$
International Business	_____
International Public Sector	_____
Other international–specify	_____
National Business	
National Public Sector	_____
Other national–specify	_____
Local Business	_____
Local Public Sector	_____
Other local–specify	_____
Community Contributions	_____
Grantee Contributions	_____

(3) Give concrete examples of goods, services or resources acquired by the organization.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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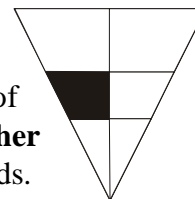
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**Strategic Indicator 8.3 – Resource Brokering.** Refers to the total value of financial, material, or human resources brokered by the grantee and **directed to other NGOs or community groups, as a result of the grant activities.** Excludes IAF funds.



<b>Measure of the Indicator:</b> Register the amount in US\$.	
Sources of Resources Brokered (1)	Results Achieved in this Reporting Period (2)
International Business	US\$
International Public Sector	_____
Other international–specify	_____
National Business	_____
National Public Sector	_____
Other national–specify	_____
Local Business	_____
Local Public Sector	_____
Other local–specify	_____
Community Contributions	_____
Grantee Contributions	_____
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(3) Give concrete examples of the financial, material, or human resources brokered by the grantee for other organizations.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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# CATEGORY IV. ORGANIZATIONAL PRACTICE

## SUBCATEGORY: VISION



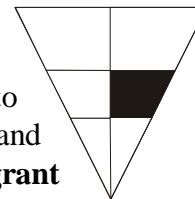
**Indicator 9.1 – Long-term Goals.** The organization’s demonstrated ability to establish and modify long-term goals, beyond the goals of current project, as a result of the grant activities.

Measure of the Indicator: Mark the level reached on the scale with an X.	
Ability to establish long-term goals (1)	Results Achieved in this Reporting Period (2)
High	_____
Medium	_____
Low	_____

(3) Give concrete examples of the organization’s ability to establish and modify long-term goals.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.





**Indicator 9.2 – Adaptability.** The organization’s demonstrated capacity to forecast future economic, political, market, resource availability, and other trends and conditions and adjust its course of action accordingly, **as a result of the grant activities.**

Measure of the Indicator: Mark the level reached on the scale with an X.	
Capacity to adapt (1)	Results Achieved in this Reporting Period (2)
High Medium Low	   

(3) Give concrete examples of the organization’s adaptability capacity.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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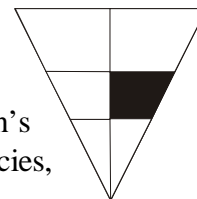
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## SUBCATEGORY: PARTICIPATORY PRACTICE

**Indicator 10.1 – Access to Information.** Refers to the organization’s demonstrated willingness to provide information to staff and beneficiaries about policies, programs, and finances, as **a result of the grant activities**.



Measure of the Indicator: Mark the level reached on the scale with an X.	
Willingness to provide information (1)	Results Achieved in this Reporting Period (2)
High	_____
Medium	_____
Low	_____

(3) Give concrete examples of the information provided by the organization to its staff and the project beneficiaries.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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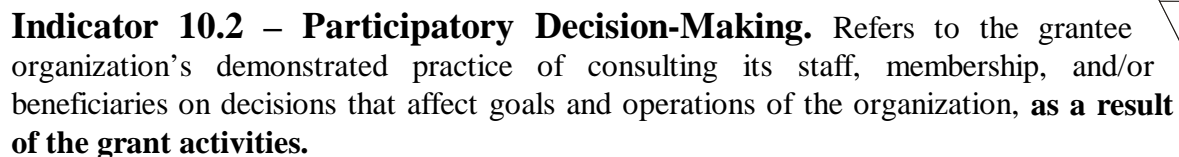
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(3) Give concrete examples of consulting others on decisions that affect the organization's goals and operations.

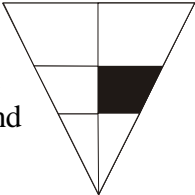
(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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**SUBCATEGORY: ORGANIZATIONAL RELATIONSHIPS**

**Indicator 11.1 – Linkages/Entities.** Refers to the **number of entities**, which cooperate formally or informally with the grantee organization to achieve its goals and objectives. These linkages may predate and/or go beyond grant activities.



<b>Measure of the Indicator: Register</b> the number of networks or organizations cooperating with the organization.	
Entities cooperating with the organization (1)	Results Achieved in this Reporting Period (2)
<div>Networks</div> <div>Organizations</div> <div>Others</div>	<div>Number</div> <div>_____</div> <div>_____</div> <div>_____</div>

(3) Give concrete examples of the cooperating entities, and how they collaborate with the organization to achieve its goals.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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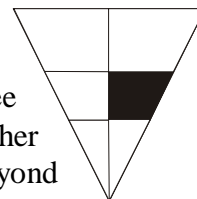
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**Strategic Indicator 11.2 – Linkages/Level.** Refers to the grantee organization's demonstrated **level of formal and informal cooperation** with other entities to achieve its goals and objectives. These linkages may predate and/or go beyond grant activities.



<b>Measure of the Indicator:</b> Mark the level of cooperation achieved with an X on the scale.	
Level of cooperation with the organization (1)	Results Achieved in this Reporting Period 2)
High Medium Low	<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px;"></div>

(3) Give concrete and representative examples of the level (high, medium, or low) of cooperation obtained by the organization to achieve its goals and objectives.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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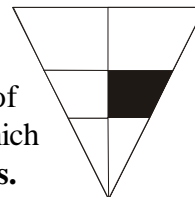
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**Strategic Indicator 11.3 – Cooperation.** Refers to the number and type of organizations or sectors in a functional relationship with the grantee organization, which may include planning and specific short-term goals, **as a result of the grant activities.**



<b>Measure of the Indicator:</b> Register the number of entities by sector in a cooperative relationship with the organization.	
Sectors cooperating with the organization (1)	Results Achieved in this Reporting Period (2)
	Number
Business	_____
Church	_____
Government	_____
NGOs	_____
Community organizations	_____
Philanthropic organizations	_____
Other – specify	_____

(3) Give concrete and representative examples of organizations or sectors that have cooperated with the grantee to achieve its goals and objectives.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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<b>Measure of the Indicator:</b> Register the number of entities by sector in a partnership with the grantee.	
Partner Sectors (1)	Results Achieved in this Reporting Period (2)
	Number
Business	<hr/>
Church	<hr/>
Government	<hr/>
NGOs	<hr/>
Community Organizations	<hr/>
Philanthropic Organizations	<hr/>
Other – specify	<hr/>

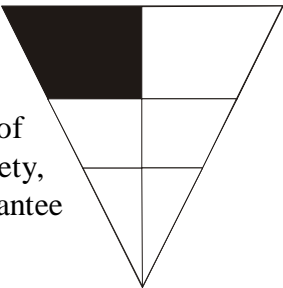
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**SOCIETY**  
**LOCAL, REGIONAL, NATIONAL**



**CATEGORY: LAWS AND POLICIES**  
**SUBCATEGORY: LAWS**



**Indicator 12.1 – Legal Measures Enacted.** Refers to the number of laws, statutes, regulations, and other legal measures that benefit civil society, including the grantee organization and its membership, which the grantee organization helped to enact, **as a result of the grant activities**.

**Measure of the Indicator:** Register the number of legal measures.

Legal Measures Enacted (1)	Results Achieved in this Reporting Period (2)
	Number
National	_____
Regional	_____
Local	_____

(3) Give concrete examples of the legal measures the grantee organization helped to enact. Describe the process through which the grantee exercised influence.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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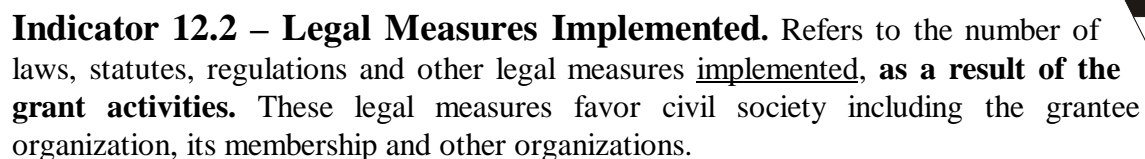
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(3) Give concrete examples of the legal measures the grantee organization helped to implement. Describe the involvement of the organization in implementing the laws.

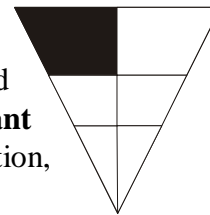
(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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## SUBCATEGORY: POLICIES

**Indicator 13.1 – Public Fora.** Number of issues brought up and/or discussed in public meetings or the media by the grantee organization, **as a result of the grant activities**. These discussions benefit civil society, including the grantee organization, its membership and other organizations.



Measure of the Indicator: Register the number of public issues.	
Issues discussed by the organization (1)	Results Achieved in this Reporting Period (2)
Civic rights and responsibilities	Number
Basic Services	_____
Others—specify	_____
	_____

(3) Give concrete examples of the issues discussed in public fora. Describe how these discussions benefited civil society and the organization.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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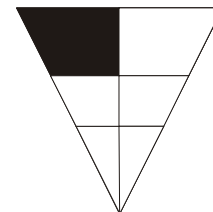
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**Indicator 13.2 – Policy Implementation.** Number of policies implemented that were designed and used by the grantee organization, **as a result of the grant activities.**



<b>Measure of the Indicator:</b> Register the number of policies implemented.	
Policy Implementation (1)	Results Achieved in this Reporting Period (2)
National Regional Local	Number _____ _____ _____

(3) Give concrete examples of policies implemented. Describe the people benefited by these policies.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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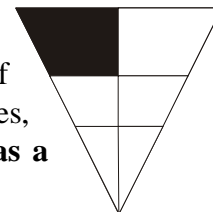
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## SUBCATEGORY: DISSEMINATION AND REPLICATION

**Strategic Indicator 14.1 – Dissemination.** Refers to the number of dissemination products generated and distributed to communicate approaches, practices, or techniques that reach an audience beyond the grantee organization, **as a result of the grant activities.**



Measure of the Indicator: Register the number of products generated and distributed.		
Dissemination (1)	Results Achieved in this Reporting Period (2)	
	Number of Products	Number of Products Distributed
Speeches, presentations	_____	_____
Pamphlets, brochures	_____	_____
Magazine/Newspaper articles	_____	_____
Books	_____	_____
Multimedia products (Videos, films)	_____	_____
CD ROMs	_____	_____
Other—specify	_____	_____

(3) Give concrete examples of the products. Describe the characteristics of the population to whom the products were distributed.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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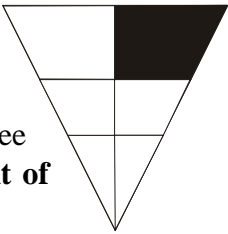


(3) Give concrete examples of the organizations that adopted the grantee organization's approaches and methods. Describe the methods adopted.

[illegible][illegible]



**CATEGORY: VALUES AND ATTITUDES**  
**SUBCATEGORY: VALUES**



**Indicator 15.1 – Empathy.** Refers to the demonstrated ability of the grantee organization to influence public concern for disadvantaged populations, **as a result of the grant activities.**

**Measure of the Indicator:** Mark the answer with an X.

Ability to sensitize the public (1)	Results Achieved in this Reporting Period (2)
National	_____
Regional	_____
Local	_____

(3) Give concrete examples of how the organization has sensitized others. Describe how a disadvantaged population has been benefited or can be benefited in the future.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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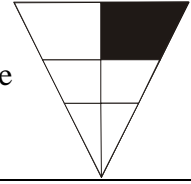
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## SUBCATEGORY: PRACTICES

**Indicator 16.1 – Favorable Treatment/Society.** Refers to the demonstrated ability of the grantee organization to influence the public for a more favorable treatment of a disadvantaged population, **as a result of grant activities.**



Measure of the Indicator: Mark the answer with an X.	
Ability to Influence the Public (1)	Results Achieved in this Reporting Period (2)
National	_____
Regional	_____
Local	_____

(3) Give concrete examples of how the organization has influenced the public. Describe how the disadvantaged population has been benefited or can be benefited in the future.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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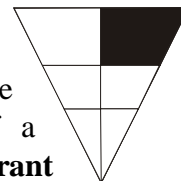
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**Indicator 16.2 – Favorable Treatment/Public Sector.** Refers to the grantee organization’s demonstrated ability to influence a more favorable treatment of a disadvantaged population by the government and/or state institutions, **as a result of grant activities.**

Measurement of the Indicator: Mark the answer with an X.	
Ability to Influence the Public Sector (1)	Results Achieved in this Reporting Period (2)
National	_____
Regional	_____
Local	_____

(3) Give concrete examples of how the grantee organization has influenced government or state institutions. Describe how disadvantaged populations have been benefited.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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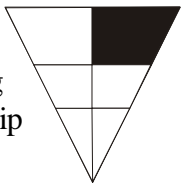
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SUBCATEGORY: RELATIONS

**Indicator 17.1 – Civil Society.** Refers to the grantee organization’s demonstrated ability, **established through the grant**, to maintain positive working relationships with civil society entities or organizations, beyond the partnership relationships.

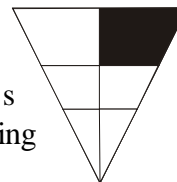


Measure of the Indicator: Register the answer with an X.	
Ability to Maintain Working Relationships with Other Organizations (1)	Results Achieved in this Reporting Period (2)
National Regional Local	<div></div> <div></div> <div></div>

(3) Give concrete and representative examples of the grantee organization’s ability to maintain relationships with other organizations. Describe the type of relationships established and how they have benefited the organization.

(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.





**Indicator 17.2 – Public Sector.** Refers to the grantee organization's demonstrated ability, **established through the grant**, to maintain productive working relationships with public sector entities, beyond the partnership relationships.

Measure of the Indicator: Mark the answer with an X.	
Ability to Maintain Working Relationships with Public Sector Entities (1)	Results Achieved in this Reporting Period (2)
National Regional Local	<hr/> <hr/> <hr/>

(3) Give concrete and representative examples of the grantee organization's ability to maintain relationships with the public sector. Describe the type of relationships established and how they have benefited the organization.

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(4) Describe the factors or conditions that facilitated or hindered achieving grant results. These factors or conditions may occur at the level of individuals or families, the organizational level, or the local, regional, or national level.

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